

DD/A 80-1625

8 JUL 1980

MEMORANDUM FOR: Chairman, Agency Long-Range Planning Group

FROM:

[REDACTED]  
Chief, Management Staff, DDA

SUBJECT: Definitions of Planning Terms

1. Attached is a set of definitions of planning terms that I think could usefully be discussed at the next meeting of the Planning Group on 9 July. This set modifies the definitions drafted by the EXCOM Staff. In particular, the concept of planning as an iterative process has been incorporated into the term "Long-Range Planning," and the nature of and requirement for a published Guidance Document has been made distinct from a published Long-Range Plan.

2. In addition, we have added a separate definition for "Issue." I'm not sure why we are trying to define different types of issues when one definition can be used for all. While I prefer a single definition, we have addressed the narrower definitions as well.

3. I am available to discuss this at your convenience.

cc: DDA w/att  
ER w/att

Attachment:  
As Stated

Distribution:

Orig - Chmn, Agcy L-R Plan Gp w/att  
1 - ER w/att  
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[REDACTED]  
1 - ea Off. Planning Ofcr w/att

DDA/MS [REDACTED] (8 Jul 80)

LONG-RANGE PLANNING - A formal, iterative process that focuses management's attention on issues that may arise in the future, requires management to set goals regarding those issues, provides guidance for components to develop implementation plans to fulfill those goals, and facilitates correlation at the Agency level between goals and implementation planning.

ISSUE - A broad statement of an anticipated problem or an opportunity based upon analysis of current circumstance, futures analysis, and perceived strengths, weaknesses, gaps, and opportunities.

FOREIGN POLICY ISSUE - An issue relating to current or potential actions, intentions, or capabilities of foreign powers, for which the Agency may be responsible for reporting or influence.

MANAGEMENT ISSUE - An issue relating to the organic functions of the Agency (organizational structure, methods, technology, personnel, equipment, and facilities) required to augment or maintain an organizational capability.

FUTURES ANALYSIS - A systematic review of facts, perceptions, and assumptions leading to conclusions concerning future events.

ASSUMPTIONS - A statement in specific terms which, although recognized as potentially inaccurate, provides the context for current decisions concerning future events. Assumptions are based on available facts, conditioned by trend analysis and intuitive and speculative reasoning.

\*GOAL - A desired future condition, a statement of intent which addresses an identified issue, broad in focus but specific enough to provide direction. Can be expressed in either qualitative or quantitative terms.

GUIDANCE DOCUMENT - A formal statement which presents a range of issues and the specific goals that are adopted during the planning cycle.

\*OBJECTIVE - A desired accomplishment or result stated in specific terms of resources, tasking, and timing. An objective may represent complete or partial fulfillment of a goal.

LONG-RANGE PLAN - A formal statement of the objectives adopted in fulfillment of the goals specified in the Guidance Document.

\*It should be noted that much of the literature on planning defines Goal as a sub-set of Objective, while discussion within the Agency has tended to reflect the reverse, with Objectives subordinate to Goal.